

CHAPTER 7

PUBLIC AFFAIRS

The responsibility for promoting positive public relations is shared by all Navy members. We, in the recruiting business, must be especially attuned to public affairs issues. We must be conscious that our actions—both on and off duty—directly impact local public opinion toward the Navy. Public opinion plays a major role in our recruiting success. As a member of the Career Recruiting Force (CRF), you will need to train your people on public affairs liaison, participation in public affairs events, the use of exhibits, and public speaking. You should also be able to provide effective input to your Navy recruiting district's (NRD's) advertising plan. This still and chapter highlights each of these subjects. The strongest public affairs message, however, is sent by each recruiter's daily appearance conduct in the community.

PUBLIC AFFAIRS PROGRAMS

Every NRD will have a public affairs program. You should familiarize yourself with the local instructions for specific policies and guidance. The *Standard Operating Procedures (SOP) Manual*, COMNAVCRUITCOMINST 5400.2, also contains a chapter on public affairs within the Navy Recruiting Command (NRC). The following paragraphs will cover NRC public affairs principles and objectives.

PUBLIC AFFAIRS PRINCIPLES

Navy public affairs is a three-part discipline consisting of public information, community relations, and internal relations. Effective public affairs programs and activities will support effective recruiting. The following principles are provided to guide NRC personnel at all levels when planning and executing public affairs programs and activities:

- All public affairs programs and activities must be aggressive.
- They must plan efforts and coordinate resources.
- They must follow up, deliver on promises, and complete all projects.
- They must record, measure, and report activities throughout the command.
- They must be ethical at all times.

Figure 7-1 graphically shows the principles of public affairs in a pyramid.

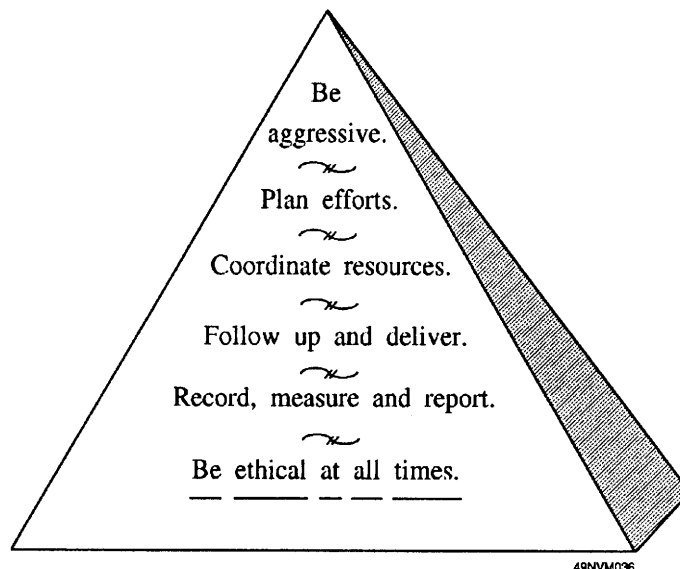


Figure 7-1.—The pyramid of public affairs principles.

PUBLIC AFFAIRS OBJECTIVES

General NRC public affairs objectives are as follows:

- To support the NRC mission by stimulating public interest and sustaining public awareness of Navy opportunities
- To help generate leads and increase quality walk-in traffic
- To respond quickly and accurately to media questions about Navy recruiting policies and activities and Navy career opportunities
- To communicate Navy and command policy to recruiters and their dependents and to promote recruiting duty throughout the Navy
- To promote the professional growth of all command personnel
- To integrate and coordinate NRC public affairs plans and initiatives with the Chief of Information (CHINFO) and overall Navy public affairs goals and missions

PUBLIC AFFAIRS LIAISON

To run an effective public affairs program, you must have a network of people to act as liaison or points of contact. One of the most important contacts will be the NRD public affairs officer (PAO). You should also keep in touch with other military personnel, civilian community leaders, service organizations, the educational community, and the media.

NRD PUBLIC AFFAIRS OFFICER

The NRD PAO can be one of your most valuable assets in public affairs matters. Some of the tasks of the PAO are promoting public service advertising (PSA), coordinating community relations, and sending out news releases for delayed entry program (DEP) and newly assigned personnel. The PAO is normally assigned as the action officer for any public affairs events within the district. The PAO assists in the training of recruiting personnel in all facets of public affairs. The PAO should be

your number one contact when contemplating new public affairs endeavors.

CIVILIAN COMMUNITY LEADERS

You should encourage and assist your recruiters in meeting and cultivating relationships with community leaders. Positions of leadership carry a great deal of credibility in the community. You want them on our side. Some contacts to cultivate include the following:

- Government officials (mayor, representatives, town or city council, and so on)
- Chamber of Commerce president and members
- Youth organization leaders (YMCA, YWCA, scouting groups, 4-H, Junior Achievement, and so on)
- Civil servants (chief of police, fire chief, housing directors, and so on)

ORGANIZATIONS

It's not necessary for recruiters to join a long list of organizations, but they do need to maintain liaison with civic and fraternal organizations. They should maintain regular contact with all recruiting district assistance council (RDAC) and Navy League members in their territory. Contact should be initiated with veterans' groups and fraternal organizations. The purposes of these contacts are to maintain a positive Navy awareness and to cultivate centers of influence (COIs) to assist in the recruiting effort.

EDUCATIONAL COMMUNITY

The educational community is in a position to have frequent contact with your best quality market. Therefore, public affairs efforts must include every facet of the educational community. Scheduled school visits will ensure planned contact with educators and administrators at the local schools. In addition, school boards and parent teacher groups should be included in your liaison efforts.

MEDIA

Media contacts are vital to our mission of Navy awareness. Assist your recruiters in establishing contacts at all media centers within their territory. Recruiters cannot pay for advertising themselves. All paid advertising must be done through the NRD local effective accession delivery system (LEADS) tracking center (LTC) or originate from national advertising efforts. Recruiters and recruiting supervisors can, however, make significant contributions to advertising efforts by encouraging PSA coverage and making recommendations to the NRD advertising plan.

MEDIA ADVERTISING

All Navy advertising, whether paid or public service, must be truthful in all respects, make no promises that cannot be fulfilled, be in good taste, and reflect the Navy's high standards of pride, professionalism, and performance. In the next few paragraphs we discuss the different types of media advertising, what advertising efforts are being accomplished, and what you can do to supplement Navy awareness through media contact.

There are four types of advertising programs: national advertising, local advertising, PSA, and collateral materials. We briefly discuss the first three types now and cover collateral materials later in this chapter when we learn about the use of recruiting materials.

NATIONAL ADVERTISING

National advertising programs include a mix of electronic and print media and direct marketing. National advertising has two major objectives: (1) to build awareness in the target market and (2) to generate leads to field recruiters. A secondary objective is long-term program identity in both the target market and COIs.

LOCAL ADVERTISING

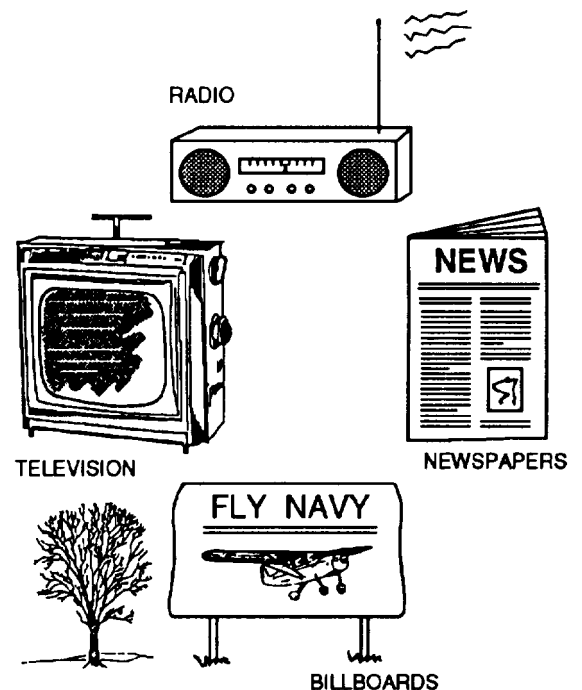
Districts and Areas are provided ceilings and authorized to place advertisements in regional media and conduct local direct mail campaigns to generate leads for recruiter follow-up. Newspaper advertising is placed through the national buying service contract. All other advertising is placed directly with the media.

District Advertising Plan

Each district has an advertising council that develops the fiscal year advertising plan. The plan strategies are developed for advertising in metropolitan daily newspaper classified and direct mail campaigns.

Making Field Input to the Advertising Plan

Field input to the advertising plan has obvious benefits. You know your territory, population, and current events better than district personnel. You should be aware of changes in your market that could present advertising opportunities. Pay particular attention to plant closings, employee layoffs, unemployment figures, special trends, and specific quality content. You can request that direct mail campaigns and classified ads target specific population groups. You may want to target specific publications for advertising efforts that you feel have a better circulation potential. Your input to the advertising plan gives you a piece of the ownership and builds more belief and confidence in the system.



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Use all media sources to spread Navy awareness.

PUBLIC SERVICE ADVERTISING AND FREE MEDIA EXPOSURE

Most media sources allot a portion of their advertising space for public service messages.

Distributions of advertising material are made to various media nationwide for quarterly placement as a public service to the Navy. National efforts are only a start. There can be no substitution for the face-to-face field contacts. By making regular visits to the media and developing contacts, you can do more to ensure the PSAs actually are given time and space. Your PAO can provide you with prepared advertising in assorted formats for newspaper, radio, television, and billboards. In addition to prepared advertising, there are other ways to get free media exposure that increases Navy awareness and interest in enlistments. Let's take a look at efforts in each of the media separately.

CAUTION: Whenever you or your recruiters have extemporaneous dealings with the media, keep in mind they see you as the Navy. Be cautious in answering opinion-type questions. Current events questions are normally referred to the PAO or appropriate responses are suggested from higher authority. Try to steer conversations back to Navy opportunities and career information whenever possible. Just remember that many a passing comment has been taken out of context to become tomorrow's headlines.

Newspapers

Newspaper advertising is usually the easiest media coverage to obtain. Reproducible material in various sizes and formats is distributed quarterly by the Commander, Navy Recruiting Command (COMNAVCRUITCOM) to most newspapers for use whenever space is available. Hometown news releases should be used for special events in all recruits' careers. DEP-in, reporting to and graduating from the Recruit Training Command, graduation from schools, advancements, honors and awards, and transfers all make appropriate news releases. A news release should also be submitted for significant events in the careers of recruiting personnel such as reporting, awards, and advancement. The PAO will initiate DEP and newly reported personnel releases and is available to assist you in submitting any special event release. Newspapers in large metropolitan areas may not be as eager to give space as smaller town papers. Check to see if there are neighborhood papers or weeklies that will run your releases. Check with high school and college newspapers. Sometimes it's just a matter of contacting the right person. If the newspapers agree to run PSAs, make sure you have either obtained your ad from the district or have

had it approved before submitting it for publication. Letters from recruits often make interesting newspaper articles. Obtain a news release authorization from the recruit before you submit it for publication. You may want to write your own articles for any special circumstances. To give you a few ideas, these are headlines from articles that have been written by recruiters in the past: FOUR GENERATIONS OF NAVY, A NAVY FAMILY (submitted after son joined mother and father in a Navy enlistment), TWINS GO NAVY, MORE ROCKETS CHOOSE NAVY (submitted after enlistment of two more high school seniors in DEP, making a total of 25 percent of the graduating class), NAVY DEPPERS CLEAN UP THE BEACH (submitted after Navy DEP members volunteered for a beach clean-up day), NAVY RECRUITER COMES HOME (submitted after a recruiter reported for duty in the same office he had enlisted in). With a little ingenuity almost any event can become a newsworthy article.

Radio

Radio offers more variety in public awareness efforts. COMNAVCRUITCOM provides 30- and 60-second spots to over 4,400 radio stations nationwide each quarter. They will also provide PSAs localized with the recruiter's name, phone number, and location for personal delivery. You should pay particular attention to the radio stations that most of the young people in your area are listening to; however, other stations should not be ignored altogether. They can still play an important part in getting the word to parents, educators, and potential COIs. Provide a variety of PSA tapes to the radio stations in your territory. Rotate the advertising from time to time so each station is getting a change as often as supply will allow. Remember, a tape heard too many times is not really heard at all. In other words, people will start tuning out messages they have heard repeatedly.

Use your imagination for soliciting air time. Volunteer for talk shows, especially those that cover careers and training. Challenge local deejays with Navy-related trivia, ball games with DEP personnel, or contests of some sort. One innovative recruiter visited with a local deejay once each week on the air. Callers could win Navy promotional items for answering Navy trivia questions. Not incidentally, the name and location of local recruiters were included on each show, with an invitation to stop in any time. If you or your recruiters are going to go

on a talk show, make sure you know the format and anticipated topics before the show is taped. If any topics, other than Navy career opportunities, are to be discussed, contact your district PAO for guidance.

Television

Television air time is extremely expensive. Our PSA efforts in this media are very important. COMNAVCRUITCOM distributes 1- and 2-inch videotapes and 3/4-inch videocassettes in 15- and 30-second lengths three times a year to television stations throughout the nation. Contact local stations and cultivate COIs that will ensure your PSAs get on the air. This is a media that requires constant follow-up, not only to ensure the PSAs are run, but to negotiate for better time slots. Television stations are usually swamped with PSA requests, so you should use some serious selling skills in this arena. Most local stations have local talk shows or community interest programs. Be persistent in contacting the scheduling directors to include a Navy recruiter periodically. Many new recruiters may be reluctant to appear on television for the first time. If you do the show for them, have them accompany you. Many will surprise you and take the lead halfway through. **Voilà!** A star is born! A with radio talk shows, make sure you have a thorough briefing before the show is taped

Outdoor Advertising

COMNAVCRUITCOM conducts direct mail solicitations semiannually to outdoor posting companies offering a variety of Navy posters for use on billboards. Once again to maximize the use of this form of advertising personal follow-up is required. If you have an outdoor advertising company in your recruiting territory, get acquainted and sell the Navy.

PUBLIC AFFAIRS EVENTS

Public affairs events include both those initiated by local communities and those you may wish to initiate from the Navy side. Fairs, parades, and local celebrations all offer an excellent opportunity to spread the Navy's word Educator orientation visits (EOVs), Navy cruises, Navy days, and performances by Navy bands, drill teams, or performance units can all add positive Navy awareness. The following paragraphs cover participation in community events and parades, the

use of bands and demonstration teams, special Navy recruiting events, and sea power presentations.

FAIRS, CARNIVALS, AND LOCAL CELEBRATIONS

Every town has local celebrations of some kind that people turn out for. These occasions are ideal to increase your Navy awareness. Again, your imagination is the only limit to the possibilities for participation. Above all, make your project fun and involve as many recruiters as possible. Whether you plan a display, booth, or demonstration make it professional and interesting. Most people are in a festive mood at these activities, so join in and make some lasting contacts.

Funding for Space Costs

If the event charges a booth rental or space fee, you will need to submit an internal request document to supply for funding approval. Event coordinators often require advance deposits. The Navy cannot pay in advance and most coordinators will waive the deposit for government purchase orders. Once funding is approved, you can go ahead with the event participation. Have the event coordinators send an invoice to the NRD. NRD supply will submit the invoice for payment. Remember to plan ahead for booth rental fees when you submit your budget input worksheet for the fiscal year, as discussed in chapter 3.

Setting Up Displays

The key to setting up a display is to make it professional. A plain table stacked with brochures and pamphlets is rarely the eye-catching display you want to attract prospects and potential COIs. Refer to the discussion of exhibits, found later in this chapter, for ideas to enhance your booth or space. Check with the NRD for use of a Navy banner. Try to keep the display simple. A main theme or exhibit will be more appealing than a cluttered assortment of pamphlets. Use promotional items sparingly. Instead of leaving them out for everyone, use them as a reward for filling out a referral card or requesting additional information on Navy opportunities. One of the most important aspects of your display will be the uniformed recruiters who are working the event. Make sure everyone is looking sharp. Arrange for frequent shift changes and breaks to keep them fresh and attentive.

PARADES

Everyone loves a parade. Old and young turn out for hometown and regional parades. They offer an excellent opportunity to show off the Navy. As a recruiting supervisor, you need to be aware of parades planned in your territory. Work with the recruiter-in-charge (RINC) to decide on the extent of participation. There is a multitude of choices for parade participation. You can request a drill team or color guard unit from a naval installation if logistics allow. You can coordinate with local naval reservists for extra manpower. DEP personnel can be trained in marching fundamentals. Of course, recruiters themselves can participate as a marching unit or color guard.

Drill Teams

Most naval training centers have a drill team that is available for parades. Work with your PAO to find out if there is a team in your area. Most teams have specific mileage limitations on their travel. Some require funding for meals, lodging, and perhaps even transportation.

Color Guards

As with the drill team availability, check with your PAO to find color guard units for parade participation. In the absence of an assigned color guard, recruiters can fill this task easily themselves.

Coordinate with local reserve centers for flags, parade rifles, and leggings. Figure 7-2 shows a proper color guard formation.

DEP Participation

DEP personnel are normally eager to represent the Navy. Advance planning is a must to prepare them for public performance. Marching fundamentals can be used as general military training (GMT) at regularly scheduled DEP meetings. Extra practice will make sure they look professional on the day of the parade. Have the DEP personnel dress alike. Navy T-shirts or iron-ons teamed with blue jeans and a Navy ball cap can become instant uniforms. Check out the Navy banner from your NRD and you now have your own performing unit. You might want to even teach them a couple of cadences fitting for public marching.

MUSIC FOR RECRUITING

The Music for Recruiting Program is supported by the U.S. Navy Band in Washington, DC, and by field bands located across the nation. COMNAVCRUITCOM coordinates the U.S. Navy Band national tours in support of recruiting. The CHINFO funds Navy recruiting Areas (NAVCRUITAREAs) for use of the regional Navy bands.



Figure 7-2.—Color guard formation.

Policy

Navy band performances must not place military musicians in competition with professional civilian musicians. Admission may not be charged for these performances unless all profits go to one of the government recognized combined programs such as the United Fund or the Community Chest and not to a single cause. Funding for the use of Navy bands is provided by CHINFO to each COMNAVCRUITAREA. Additional funding for special band tours may be available from COMNAVCRUITCOM.

Procedures

Requests are submitted by NRDs in writing to the appropriate band unit via the COMNAVCRUITAREA. Advance direct liaison with all bands and performance units is authorized to determine availability of desired units. Early scheduling is encouraged.

Official Navy Bands

Official Navy bands are assigned specific geographic areas of responsibility. These boundaries are established by the program manager for Navy bands at the Bureau of Naval Personnel (BUPERS). All Navy bands have been instructed to perform only in their assigned area. Exceptions to move bands across geographic areas must be approved by COMNAVCRUITCOM. Exceptions may be granted when the local band is previously booked, or when there is significant reason to use an out-of-area specialty band.

NATIONWIDE RESPONSIBILITY.- The following bands are available for nationwide performances:

- U.S. Navy Band, Washington, DC
- Concert Band - Rock/Pop
- Country Current - Country/Bluegrass
- Commodores - Jazz
- Sea Chanters - Choral

REGIONAL RESPONSIBILITY.- Specific areas of responsibility for the following bands

are listed in chapter 4 of the SOPMAN, COMNAVCRUITCOMINST 5400.2:

- Navy Band, New Orleans, Louisiana
 - Steel Band - Calypso
 - High Tide - Rock/Top 40
 - Dixieland - Show Band
- Navy Band, Newport, Rhode Island
 - Free Fall - Rock/Pop
 - Show Band-Northeast - Big Band
- Navy Band, Great Lakes, Illinois
 - Lake Shore - Country/Top 40
 - Holiday - Rock/Top 40
 - Voyage - Show Band
- Navy Band, Memphis, Tennessee
 - Sternwheel Drive - Show Band
 - Atlantis - Rock
 - Country Empire - Country/Western
- Navy Band, San Francisco, California
 - Ocean Express - Rock/Top 40
 - Forecast - Rock/Top 40
 - Show Band - West
 - Nautilus - Country
- Navy Band, Seattle, Washington
 - Show Band - Northwest
 - Rock
 - Variety
- Navy Band, San Diego, California
 - Spirit - Rock/Top 40
 - Port & Starboard - Top 40
- Atlantic Fleet Band, Norfolk, Virginia
 - Four-Star Edition - Rock/Pop
 - Navy Show Band - Stage/Show
- Naval Academy Band, Annapolis, Maryland
 - Electric Brigade - Rock/Pop
 - Chesapeake - Show

DEMONSTRATION TEAMS

The Navy has long supported the recruiting effort with demonstration teams. The Navy Parachute Team, Navy Balloon Team, and Blue Angels are always crowd pleasers. You can request their participation in local events through your PAO.

Navy Parachute Team

The *Navy Parachute Team (NPT) in Support of Recruiting*, COMNAVCRUITCOMINST 5720.18, provides policy and guidance on the NPT. The team, known as the Leap Frogs, is composed of Sea Air, Land (SEAL) personnel from the Navy's special warfare groups. The team is based at the Naval Amphibious Base, Coronado, California. The Leap Frogs consist of approximately 10 enlisted personnel and 1 officer. They assist recruiting at community events throughout the nation. In addition to well-executed and colorful performances, members of the team also assist recruiting by speaking to high school classes and youth groups, appearing at hospitals and on local radio and television programs, and talking with spectators, DEP personnel, and prospects before and after performances. At least one member of the team will work with local recruiters at recruiting booths or exhibits after each performance.

Navy Balloon Team

The *Navy Balloon Team (NBT) in Support of Recruiting*, COMNAVCRUITCOMINST 5720.22, provides guidance and policy on the NBT. The team is operated and maintained by the NRD, Albuquerque, New Mexico. The NBT has two balloons that alternate between serving as a practice and crew certification platform and as a show balloon. The balloon can be used in two modes of operation—free-flight or tethered. The majority of the events are conducted in the tethered mode. Any person may be embarked in the balloon during tethered flight. Free-flight rides are limited to (1) prospective recruits, (2) opinion leaders, VIPs, and other individuals who, by their influence, can help build public understanding of the Navy and its mission, (3) news media representatives, (4) active duty military and federal government personnel in conjunction with recruiting activities, and (5) immediate family members (over the age of 10) of NRD Albuquerque personnel. The possibility of canceling a balloon performance due to adverse weather conditions dictates that the Navy balloon be used as a method of enhancing the Navy's image at an event or location where large numbers of spectators are already assembled. It should not be used as the single performance for a gathering where cancellation would result in a negative reaction by the general public.

Blue Angels

The *Navy Flight Demonstration Squadron (Blue Angels) in Support of Recruiting*, COMNAVCRUITCOMINST 5720.20, provides policy and guidance for the Blue Angels. The instruction includes detailed instructions for requests, planning and preparation, and formats for 1- and 2-day shows. The Blue Angels' primary mission is to enhance the recruiting effort. A Blue Angels' visit can be a tremendous asset to recruiting, if properly planned and coordinated. Early planning and close coordination with the air show sponsor and the Blue Angels are absolutely necessary to ensure a smooth and successful recruiting effort during the visit. Performance requests must be submitted before 1 July of the year preceding the event.

Sponsorship of Performance Teams

The cost of transportation per diem, vehicles, fuel, and incidental expenses for performance teams is normally paid by the sponsoring activity. Military sponsors such as your NRD may issue Tango numbers directly to the team to fund the trip. Civilian sponsors may support the costs of the team by presenting a check to COMNAVCRUITCOM a minimum of 30 days before the performance. A combination of support between military and civilian show sponsors is also an option. These performances can become very expensive. If you would like to bring a performance team to your area, work closely with your PAO and never directly with the team itself, until all funding is approved and scheduled. You can create interest in your area and urge civilian sponsorship efforts. Local business establishments will often donate meals, lodging or other expenses to help support the performance teams.

After the Performance

After action reports are required for most performance team events. These will require your input to the NRD. The most important after action requirement, however, is follow-up. If you have worked the performance right, recruiters will have obtained prospect names and numbers and made potential COI contacts. Make an immediate follow-up while the interest is peaked. Supervisors need to stay on top of the referrals and contacts garnered from these performances to ensure maximum effort is made to turn the publicity into

contracts. Another after action item to take care of is recognition for all those who extended a helping hand through monetary support, publicity, or labor. You can use your own ideas for appropriate recognition or request that the NRD provide letters, plaques, or recruiting referral recognition awards, as appropriate.

SPECIAL NAVY RECRUITING EVENTS

There are many special Navy recruiting events that can increase Navy awareness. EOVs, ship visits, Navy cruises, and local Navy recruiting station (NRS) generated events can all enhance our public affairs programs.

Educator Orientation Visits

The SOPMAN, COMNAVCRUITCOMINST 5400.2, provides policies and procedures for conducting EOVs to Navy training and fleet sites in support of Navy recruiting. EOVs are designed to strengthen civilian educator awareness of the professional training methods and outstanding educational opportunities available to young men and women in the Navy. Selected educators, escorted by Navy recruiting personnel, tour various Naval Education and Training Command activities and fleet sites to view the training of today's Navy men and women. Tours include briefings, meetings, and conferences with Navy officials, ship visits, discussions with recruits and students, and familiarization visits to classroom sessions, berthing, messing, recreational areas, and other support activities.

AUTHORIZED PARTICIPANTS.- EOv participants must be bona fide educators or adult youth group advisors, including Boy Scouts of America executives, Explorer chairmen, school administrators, teachers, guidance counselors, school board members, 2- and 4-year college professors, placement officials, and coaches. Representatives of state Department of Labor employment offices may also be included. Media representation is encouraged. With limitations, media representatives, high school or college journalists and student leaders, and clergy members may also be included. Participants must pay for their own lodging and meals.

HOW YOU CAN CONTRIBUTE TO THE EOv.- The NRD will do the planning and preparation for the EOv. In fact, the NRD

commanding officer (CO) and/or executive officer (XO) and the education specialist (EDSPEC) will host the visit themselves. The NRD, however, cannot make the EOv work for you. Only you can do that. When the NRD announces dates and destination for an EOv, you need to ensure all recruiters are trained on soliciting participants. They also need to know how to decide who the most advantageous participants would be. A natural tendency is to invite those educators who have been supportive in the past. This may be a nice reward, but think of the increased support you could get from previously negative or neutral educators once they see what the Navy is all about.

Get involved with these people. Accompany the recruiter to the school or agency and help sell that individual on participating in the EOv. Take a look at some of the administrators that might have the power to give your recruiters better access to schools and lists. Another way you may be able to make the EOv a success is by participating as an escort. One escort is required for every 15 guests. As an escort, you are in a position to get to know the educators and leaders outside of their normal trappings and vice versa. Many friendships and recruiting partnerships are the result of an EOv. Being an escort is a great way to show off your Navy with pride.

Ship Visits and Navy Cruises

Ship visits and Navy cruises in support of Navy recruiting are covered in the SOPMAN, COMNAVCRUITCOMINST 5400.2. Ship visits provide opportunities to generate positive Navy awareness. In addition, ship visits allow prospects, DEP personnel, educators, media, and COIs to see Navy life firsthand. Navy cruises expose educators and community leaders to the Navy in an operational setting.

SHIP VISITS.- The primary objective of the ship visits program is to expose visitors to shipboard life and operations, encouraging contact between them and the crew. Another objective is to expose the media and COIs to the training received and skills employed by Navy men and women. The NRD PAO will normally act as the port visit action officer. Your responsibilities will include maximizing publicity for the visit and coordinating tours for DEP personnel and prospects from your area. You may also have the opportunity to "work" the crowd in an information booth or roving

capacity. These visits require a great deal of planning and preparation. You need to urge all recruiters to take full advantage of this Navy awareness opportunity. Once again, immediate follow-up on all contacts made during the evolution is of paramount importance. Capitalize on the excitement.

NAVY CRUISE PROGRAM.– There are three Navy cruise programs that are readily accessible to NRC-sponsored guests. The Navy Cruise Program targets middle level executives, educators, secondary school principals, guidance counselors, coaches, outstanding teachers, and COIs who will have a direct contribution to Navy recruiting. These programs are the Guest of the Navy Cruise, Civilian Orientation Cruise, and the Go Navy Cruise.

Guest of the Navy Cruise.– The Guest of the Navy Cruise program provides cruises of relatively short duration (3 to 5 days). This program is administered by the CHINFO naval base commander. Normally, a maximum of five billets is available on any one ship.

Civilian Orientation Cruise.– The Civilian Orientation Cruise program provides a 1-day tour of the training carrier. Guests are flown to and from the ship via carrier onboard delivery (COD) aircraft. Groups of up to 15 people can be accommodated. This program is administered by Chief of Naval Air Training (CNATRA). Cruises originate out of NAS Corpus Christi, NAS Pensacola, and NAS Key West. Contact your PAO for more information.

Go Navy Cruises.– Go Navy Cruise programs are provided for the exclusive use of the NRC. Based on ships' schedules and availability, fleet commanders provide billets for 1- to 2-day cruises to NAVCRUITCOM/NRDs who are responsible for filling assigned billets.

Local NRS-Sponsored Events

Local NRS-sponsored events are especially useful for smaller audiences and times when you feel Navy awareness is needed before lead times for more involved events can be met. There is no limit to the type of event you can plan. Resourceful recruiters have garnered increased awareness and enlistments through a wide diversity of ideas. Model building contests with prizes donated from local business establishments—knot-tying

demonstrations—getting DEP personnel to volunteer for a community service project—close order drill demonstrations—Navy Days at malls or other target market centers using displays and exhibits—these are all examples of local events that can enhance your recruiting efforts. Get your recruiters together and have them do some brainstorming until the right project is agreed upon. You may find you have a few hidden talents in the zone that can be capitalized on. These local events can help build on your team unity and add some fun and variety to the job.

SEA POWER PRESENTATIONS

The Chief of Naval Operations (CNO) Sea Power Presentation program was developed to help educate the American public on the importance of sea power and the need for a Navy. The program assists recruiters by providing them with a marketable, inexpensive product—Sea Power presentations—that can be used to gain and reinforce access to schools, youth groups, and organizations with the capability to assist Navy recruiting.

Presentations

The Sea Power story is primarily told through 35mm slide presentations. A package of Prospect Referral Operation-Navy (PRO-Navy) cards accompanies each order for presentations. The booklet, *You Can Help the Navy*, is another tool that recruiters can use when making presentations. Each package also includes information on the topic of the presentation, reprints of pertinent magazine articles and speeches, an information letter, and other material to assist the speaker. These presentations are an excellent method of introducing a recruiter to public speaking. They are planned, professional, and easy to deliver.

Arranging for Speaking Engagements

Speaking engagements don't just happen. They must be solicited and this is done by letting the community know that the program exists. A brochure is available that advertises Sea Power presentations and can be mailed to organizations in the community. The local Chamber of Commerce may be able to provide you with a list of clubs and organizations. Word-of-mouth promotion with community leaders often opens doors. Once a

speaker becomes known and members of the community have heard a presentation, others may then want to schedule the speaker for their groups. You may want to approach high school and community college educators and administrators with the offer to deliver presentations as an academic supplement to the curricula.

Reporting and Recognition

The CNO *Sea Power Presentation Program*, COMNAVCRUITCOMINST 5720.19, provides guidance on reporting Sea Power presentations to COMNAVCRUITCOM and eligibility requirements for CNO Certificates of Merit. Individual and command membership awards are earned for delivering a specified number of presentations. These are personalized, suitable for framing, and are accompanied by appropriate commendatory correspondence signed by the CNO. Award schedules are found in the previously mentioned instruction.

EXHIBITS

There is a variety of exhibits available to assist recruiters in their Navy awareness efforts. The Navy Recruiting Exhibit Center (NAVCRUITEXHIBCENT) vans and static displays, portable exhibits, and other Navy source exhibits offer a wide selection of public interest choices.

NAVY RECRUITING EXHIBIT CENTER

The *Procedures for Navy Recruiting Exhibit Center* (NAVCRUITEXHIBCENT) *Exhibit Scheduling*, COMNAVCRUITCOMINST 1150.1, provides guidance and policy on scheduling the NAVCRUITEXHIBCENT vans and static displays. The NAVCRUITEXHIBCENT inventory includes five information vans. This permits assignment of one van to each Navy recruiting Area to be directed during the school year, 15 October through 31 May. Each NRD will solicit field input to forward a consolidated schedule request to the COMNAVCRUITAREA. Each Area coordinates scheduling with the NAVCRUITEXHIBCENT. Once schedule dates are confirmed, it is up to you to ensure maximum use of the vans during your scheduled time. A recruiter must man the van during all show hours. DEP and hometown area recruiting assistance program (HARP) personnel may assist the recruiter, but not act as substitutes.

The following descriptions and audience targets can help in your decision of where to schedule the vans.

Career Education Vans

The career education vans each have six audiovisual modules. The first module uses videotape to emphasize Navy adventure and comradeship. Modules two and three provide the viewer activated computer information on career fields available in the Navy. Module four provides information concerning Navy vocational opportunities. The show provides information concerning recruit training, basic schools, on-the-job training, and advanced technical schools. Module five conveys information about the different Navy educational and scholastic assistance programs. Module six presents a television short, *Ports of Call Around the World*.

Target audience: High school, vocational, community college students.

Nuclear Power Specialty Van

This exhibit provides information concerning occupational specialties aboard nuclear ships. A television and two computers provide information about officer and enlisted programs to test the viewer's knowledge on basic training programs, program entry qualifications, and schooling available. Other attractions are an edited video emphasizing the various aspects of the nuclear Navy and a functional submarine periscope through which visitors can scan the area surrounding the van.

Target audience: Scientific and technically oriented students and general public.

Naval Aviation Specialty Van

This exhibit features a cutaway model jet engine with narration explaining the principal parts and theory of jet propulsion. There is a video monitor and the forward section has a stand-up theater that features associated films of naval aviation.

Target audience: Aviation recruitables.

Multitheme Vans

Multitheme vans provide information about the three naval communities: aviation, surface, and submarine forces. A multitheme van is sectioned

into three parts containing five video monitors showing three different programs. Also included are two computer modules and phototransparencies providing additional information about the three communities.

Target audience: Students, influential, and naval organizations when participating with recruiters.

America's Sea Power Exhibit Van

This van defines the importance of sea power and the necessity for the United States to have a strong Navy. This van provides attractive phototransparencies in lighted boxes. In addition, it contains a computer, a 6-foot model of a Spruance-class destroyer, and two video monitors highlighting the importance of sea power in today's Navy.

Target audience: Students, influential, and naval organizations when participating with recruiters.

Static Displays

Several static displays are cataloged and available for scheduled placement as well as assignment for extended periods. The objective is to gain maximum exposure of the display to the target audience.

MEDAL SHOWCASE.– This is a free-standing unit that rotates slowly to display the Medal of Honor and Navy medals.

Target audience: General public.

BLACK COMBAT ART EXHIBIT.– This exhibit consists of 20 framed photoreproductions selected from the Navy's combat art collection. Included is a free-standing TV module that highlights job opportunities in today's Navy.

Target audience: Recruitables and the general public.

PATCH DISPLAY EXHIBIT.– This is an octagon-shaped island exhibit consisting of eight 2-foot by 6-foot panels that display Navy rank structure and unit patches from various Navy commands.

Target audience: Recruitables and the general public.

NAVY ADVENTURE EXHIBIT.– This exhibit addresses the Navy's adventure, training, travel, and education. The exhibit consists of five photographic and chrome frame panels and a section for recruiting advertising (RAD) materials.

Target audience: Recruitables and the general public.

MULTITHEME EXHIBIT.– This exhibit consists of three roll-around modules. Two of the modules are large illuminated transparency boxes. The third module consists of a moving message unit and a television monitor that has four video options: General Navy, Aviation, Surface, and Subsurface. These four options can be selected by the viewer.

Target audience: Recruitables and the general public.

LORE OF FLIGHT EXHIBIT.– This exhibit features a video presentation entitled The Lore of Flight that takes you through a brief history of naval aviation and brings you up to date in today's naval aviation. The exhibit consists of two structures: a roll-around video monitor module and a backdrop panel section containing silkscreen art and graphics with an attached literature rack.

Target audience: Recruitables and the general public.

THE NAVY - A PROUD TRADITION.– This is a video production entitled I Am the American Sailor. This show highlights the history of the United States through the eyes of the American sailor. The exhibit consists of two structures: a roll-around video monitor module and a backdrop panel section containing silkscreen art and graphics with literature rack.

Target audience: Recruitables and the general public.

MINORITY ENLISTED OPPORTUNITIES EXHIBIT.– This exhibit consists of five curved panels that form a semicircular display. Graphics and an audiovisual presentation on minorities in enlisted career fields are also provided. There is a show for Black History and Hispanics.

Target audience: Minority events and the general public.

Recruiter Support of Exhibits

Recruiter support starts with the selection of an exhibit. Select an exhibit that has a theme targeted at your audience and consistent with the theme of the event. You must then consider the logistics. Portable exhibits should be setup on ground floors only, in buildings without cargo elevators. Make sure the exhibit will fit into the allotted floor space, complies with all local fire, safety, and dimensional regulations, and the doors, elevators, and passageways will allow access. Consider exhibits used by competitive exhibitors. Make sure the exhibit support (electricity, a working party, time, forklifts, security, and so on) is available. Finally exhibit manning can be a tedious duty. Schedule frequent breaks to maintain a sharp appearance. This is where your teamwork will come into play as the displays must be manned during all hours of public display.

Promoting and Working the Exhibit

A great deal of coordination at several levels of the Recruiting Command have resulted in an exhibit scheduled for your territory. To make the best use of this valuable resource, proper promotion and working the exhibit is essential. When possible, pre- and postpromotion releases should be placed in local community and school newspapers. Public address announcements are also valuable. All releases provide good free exposure. Press release information is available, on request, from the NAVCRUITEXHIBCENT. Send out letters of invitation to prospects. Invite them to your exhibition. Make them feel important and let them know you have something to offer. Invite them to bring a friend. At the show site, introduction is everything. Don't say "May I help you?" rather say "Have you had a chance to learn about Navy opportunities?" or something more personal. Exhibit viewers expect a host who is first and foremost knowledgeable, then friendly, businesslike, and genuinely interested in them. Be sure you have an adequate supply of RAD materials for handouts. The exhibit vans do not carry a supply of RADs.

PORTABLE EXHIBITS

The COMNAVCRUITCOM *Portable Exhibit Program*, COMNAVCRUITCOMINST 7102.1,

provides guidance and policy on the portable exhibits and display items that are provided to field activities, mainly NRDs.

Use of Portable Exhibits

Portable exhibits are used for the following purposes:

- As a substitute for NAVCRUITEXHIBCENT resources, when unavailable
- To allow recruiter participation in public events
- To perpetuate Navy public awareness
- To support both general and specific recruiting efforts

NRD Portable Exhibit Inventories

COMNAVCRUITCOM maintains or expands NRD portable exhibit inventories at least annually. The inventories are contingent upon available funding and NRD requirements. Examples of current inventory items are the following:

- Panel glide and nomadic displays
- Computerized electronic signs
- U.S. Navy banners
- Exhibit graphics
- Tabletop displays

Check with your NRD PAO to see what portable exhibits are available.

OTHER DISPLAY RESOURCES

Other display resources include the following:

- CHINFO's combat art and combat art lithographs
- Naval Sea Systems Command's ship models
- Naval Air Systems Command's surplus aircraft

- Curator of the Navy's loan of collectibles and artifacts

THE USE OF RECRUITING MATERIALS

A wide assortment of Navy recruiting materials is available to help you get the Navy message to the public. Business cards and collateral and promotional materials are provided to assist your awareness campaign. Use these items to the full extent of their intended purposes. The only way they can help is to get them into the hands of those they were designed to reach.

BUSINESS CARDS

The *Business Cards for Department of the Navy Recruiters*, COMNAVCRUITCOMINST 5604.1, prescribes eligibility, form, and style of those business cards authorized to be printed in the NRC with appropriated funds. Figure 7-3 shows an example of an authorized business card. These should be ordered through the supply department before each recruiter reports on board. Reorders are authorized, so don't be afraid to be generous with your cards. DEP personnel should all have a supply of their recruiter's cards to pass out. Enclose them with individual mailouts and leave them with COIs. Some recruiters even leave a business card routinely each time they dine out.

COLLATERAL MATERIALS

Collateral materials include brochures, pamphlets, calendars, posters, booklets, and the like. Because of the critical nature of the collateral materials program in supporting the recruiting

mission and its relatively high annual cost, effective management of the program is essential. The SOPMAN, COMNAVCRUITCOMINST 5400.2, provides guidance for management of the program.

Collateral Material Classifications

Each collateral item is designed for a specific purpose and can be classified into one of five steps in the recruiting process:

1. Lead generation—Recruiters should distribute these items wherever large numbers of recruitable young people are gathered, such as county fairs, job fairs, school assemblies, and sporting events. All items have the toll-free number and a business reply mail card to allow a recipient to request additional information.

2. Fulfillment—Individuals who respond to advertising by calling the 800 number or returning a business reply card are sent these informational materials. Leads generated by national advertising are fulfilled through the Navy Opportunity Information Center (NOIC). Local leads are fulfilled through the NRDs.

3. Sales closing—Items used by recruiters or classifiers (Classifier's Rating Factsheet Kit) in face-to-face discussions with prospective recruits are considered to be sales closing items. These items help the recruiter to motivate the prospect to go to the military entrance and processing station (MEPS) or take the next step in the enlistment or selection process. The pamphlet, *How You Can Join the Navy*, is one of the most effective closing tools you can use.

4. Transition—Individuals who have joined the Navy and are in the DEP awaiting recruit training or an officer school class receive transition collateral materials designed to help them ease their transition from civilian life into the Navy. The pamphlet, *Recruit Training Command*, lets each DEP member know what to expect during the first 8 weeks in the Navy.

5. Awareness—These materials are used to help gain access to high school counselors, to use as display items in area businesses, or to announce recruiter visits. These can be used anywhere and in any way the recruiter desires to make people aware of the Navy presence.

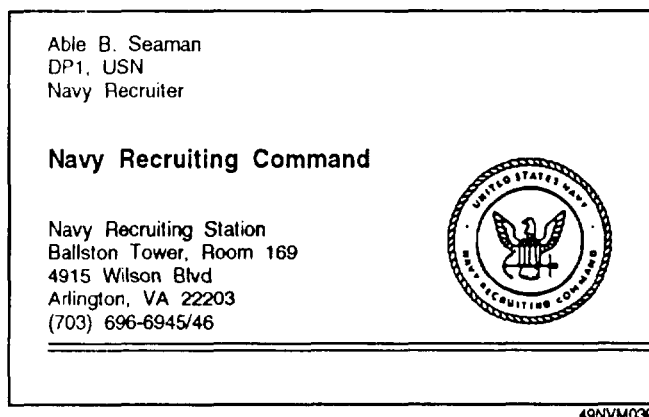


Figure 7-3.—Authorized Navy recruiter business card.

Up-To-Date Collateral Materials

Using outdated collateral materials is detrimental to the recruiting mission and reflects poorly on the Navy's professionalism. To prevent the use of outdated materials, check the list of current collateral materials that is periodically sent to the field. Destroy those that do not appear on the list. Collateral materials are identified by RAD number. Here is an example of how to read RAD number 111-5815.

1 - the first digit indicates the fiscal year in which the item was produced. In this case the number indicates that the RAD item was produced in fiscal year 1991.

11- the second two digits indicate the designator of the program the item supports. In this case the RAD item supports general enlisted programs. All enlisted RAD items will carry this designator. NROTC RAD items carry a 55 designator, PSA RAD items carry a 90 designator, and the remainder of designators are used for officer programs.

5815 - The last four digits are internal Chief Navy Recruiting Command (CNRC) tracking numbers.

Distribution of Collateral Materials

A per recruiter number is imprinted on each collateral material item to provide usage information. The number shows the minimum amount each recruiter will receive per distribution, the planned number of distributions, and the planned usage period of the item. For example, 15 EA/2X/12M0 indicates each recruiter would receive a minimum of 15 each, 2 times per year over the planned usage period of 12 months. The per recruiter number is found on the back of collateral material items with the RAD number.

Your Collateral Materials Program Responsibilities

Each recruiting station is responsible for destroying RAD items that no longer appear on the current item notice and ensuring the correct use of all collateral materials. Additionally, each recruiting station must establish and maintain a RAD locker and ensure annual collateral materials program training is conducted and documented using the

CNRC collateral materials training video. Contact your collateral materials program manager for a copy of the video. The most important responsibility lies with each recruiter; that is, to get the collateral materials into the hands of the folks they are intended for. RAD items stockpiled in a locker cannot serve their purpose.

PROMOTIONAL MATERIALS

Promotional items include ball caps, heritage folders, coffee mugs, Navy flyers, Navy pens, stick-on watch calendars, iron-ons, bumper stickers, key rings, and ice scrapers. The *Promotional Items*, COMNAVCRUITCOMINST 1140.1, provides guidance and policy on the distribution and use of promotional materials. Money for promotional items is allocated based on market share. Each NRD chooses promotional items within its allocation and they are distributed once each year.

PUBLIC SPEAKING

Few aspects of public affairs can strike fear in the hearts of your recruiters like public speaking. Occasionally you will have a recruiter who seems to be a natural and thoroughly enjoys the opportunity to speak before a group. More times than not, you will need to provide training, encouragement, and maybe even a bit of prodding to get them through their first few speaking engagements. The best way to alleviate their concerns is to make sure they are prepared. The following paragraphs provide you with the basics for training your recruiters in public speaking. Their training can only be completed by actual performance.

PURPOSES OF PUBLIC SPEAKING

Public speaking has three main purposes: (1) to persuade, (2) to inform, or (3) to entertain. These purposes can be fulfilled alone or in conjunction with one another. Figure 7-4 shows the three purposes of public speaking in a pie-shaped graph.

Persuasive Speeches

Persuasive speeches are designed to persuade an audience to either take a specific course of action or adopt a line of thought provided by the speaker. A speech delivered to a group of potential prospects may include the objective to persuade them to set an appointment with the local Navy recruiter.

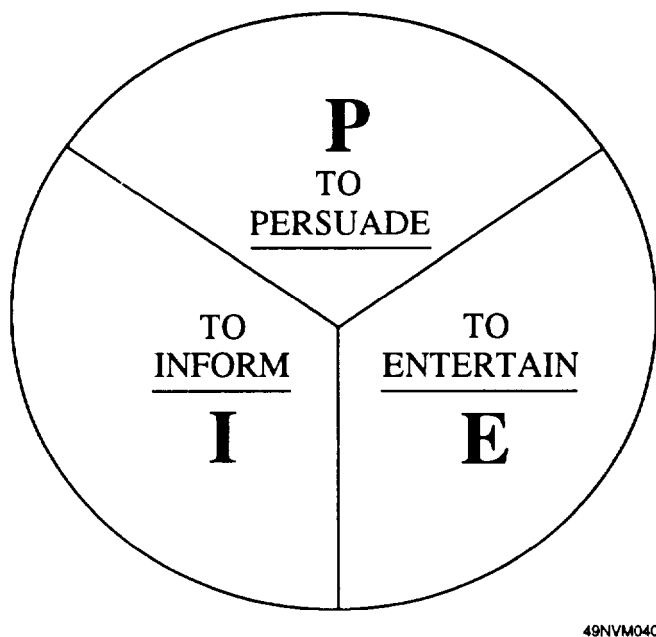


Figure 7-4.-The three purposes of public speaking.

Informative Speeches

Informative speeches are meant to give the audience new or additional information on a relative subject. Sea Power presentations would qualify for informative speeches. A speech to local educators on educational opportunities in the Navy would be another example of an informative speech.

Entertaining Speeches

Entertaining speeches are meant to amuse the audience and provide enjoyment. Rarely is this purpose used alone. In the area of recruiting, entertainment will be secondary to one of the other purposes of public speaking. Acknowledging it as a secondary purpose to your speech can have obvious benefits. People normally will pay closer attention to a speech that also provides some enjoyment.

FACTORS TO CONSIDER - PREPARATION

Before setting pen to paper to start your speech preparation, there are several considerations you will want to make. Your point of contact should be able to provide information as to type of speech expected, your audience composition, and physical surroundings.

Know Your Audience

It is important to know a little bit about the people who will be listening to your speech. What are their needs and interests? What is their current knowledge and experience level? Background information can be very helpful when preparing the speech. You want to prepare your speech on their level and be able to relate your topic to things they already understand or are interested in. Personalization is a key ingredient to public-speaking success.

Physical Surroundings

It is also important to know what your physical surrounding will entail. If at all possible, you should make a visit beforehand to the room where you will be speaking. Note lighting conditions, acoustics, the size of the space, and available equipment. Taking this time to ensure the surroundings will be adequate can prevent some embarrassing surprises later.

KEY POINT OUTLINE

Now you are ready to develop your speech. The easiest way to organize a speech is with a key point outline, which includes the parts of a short speech: the introduction, the body or presentation, and the conclusion or close. By writing only a key point outline, you avoid the tendency to read your speech. You appear to speak almost extemporaneously, but in reality your outline makes it seem that you are well prepared.

Introduction

The introduction should start with an appropriate greeting to your audience. You should then introduce yourself and your topic. Give a brief history of your background to credentialize yourself. To complete the introduction, you need an attention getter of some sort. Some people like to use a joke or humorous anecdote that correlates with their topic. You may just want to let them know why the topic is important to them. Another attention-getting technique is to ask a rhetorical question that you will answer in your presentation.

Body or Presentation

This is the part of your speech that delivers the information you have planned for the audience to

receive. You should arrange the information logically. Move from basic ideas to more complex ones, give information chronologically, and try to take them from known to unknown as smoothly as possible. Public speeches should be limited to three or four main ideas that you can expound on. Too many themes will confuse the audience and make retention of important ideas more difficult.

Conclusion or Close

In the conclusion or closing portion of your speech, it is important to summarize the main points. Also offer a remotivation of some kind to reinforce the idea that they will benefit from the information received. The last part of your close will ask for questions.

Three T's of Public Speaking

As you read through the introduction, body, and conclusion parts of a short speech, you can see that it is designed to do the following:

- Tell 'em what you're gonna say.
- Tell 'em.

- Tell 'em what you said.

These are what is known as the three T's of public speaking. This simple idea is a great organizational key for prepared or impromptu speeches.

DELIVERY TECHNIQUES

How you say what you say is just as important as what you say. Say, what? The idea is that delivery of your speech is important if you want your audience to listen, learn, and remember. By using good personal techniques, effective training aids, fielding questions professionally, and following some general public-speaking guidelines, you can ensure the success of your presentation.

Primary Personal Techniques

The primary personal techniques of public speaking are voice, eye contact, gestures, and attitude. Putting them into an anagram, VEGA, makes it easy to perform your own public-speaking checklist. Vega is the brightest star in the constellation Lyra. Close attention to VEGA can make you a public-speaking star, as suggested by figure 7-5.



49NVM041

Figure 7-5.-VEGA can make you a public-speaking star.

VOICE.– Voice inflection is extremely important to maintain interest. Speak in a pleasant, conversational tone. You want to make sure you speak loudly enough to be heard and slowly enough to be understood. Speak clearly and fluctuate your tone to avoid the monotone drone that can lose listeners.

EYE CONTACT.– Make eye contact with your entire audience. Use a random rotation to include everyone. Try to avoid patterns that the audience can pick up on. Using a key point outline will help you to avoid reading your subject matter. Notice verbal and nonverbal buying signals from your audience.

GESTURES.– Gestures can effectively add to your command presence. Hand gestures should be purposeful. Facial and eye gestures should be random. Most importantly, be aware of your body language.

ATTITUDE.– Like most things in recruiting, and life in general for that matter, your attitude will hold the key to success. Three main ingredients will shape your attitude during a public-speaking presentation: your belief, your enthusiasm, and your sincerity. The audience must feel that you truly believe in what you are saying. You should enthusiastically relay the information or message. And above all, you must be sincere in what you are saying. These ingredients will ensure the audience picks up on your positive attitude so that they too can believe and become enthusiastic with a sincere interest.

Use of Training Aids

Training aids should augment your presentation, never dominate it. When using training aids, make sure they can be clearly seen by all your audience. They should be professional in appearance and correct in content. You may want to refer back to chapter 2 for a more complete discussion of training aids.

Fielding Questions

First of all, you want to make sure your audience feels welcome to ask questions. When

you are done with your conclusion, take a step toward the audience and say, “I now have time for a few questions. What are your questions?” This psychologically brings you closer to their access and by assuming that they do have questions, they are more likely to respond. When questions are asked of you, repeat the question and answer to the entire group. This prevents anyone from being left out or misunderstanding your response. If you are asked a question you are unable to answer, be honest. Promise to research the answer and get back to the individual. Then make sure you follow through. Handling hostile questions can be an art. First, try to rephrase the question, taking the sting out of it, so you can answer it. If that is not possible, you may have to thank them for their opinion and ask them to meet with you after the presentation for further discussion. Never allow yourself to be drawn into a public debate.

Public-Speaking General Guidelines

There are as many tips on public speaking as there are public speakers, but some good basic guidelines should help new speakers get started. The more accustomed we become to public speaking the more natural and proficient we become.

- Always plan your entire speech in advance. Try to memorize your introduction and close, but not the body of your key point outline.

- Toastmasters International advocates the idea that a good speech consists of an attention-arresting opening and a conclusive ending, spaced not very far apart.

- Try not to show fear, even though you may feel it. Display confidence in your subject and ability.

- Know your subject. Knowledge will give you power and help you forget your fear.

- Never thank an audience for listening to you or for their time but you may thank them for the opportunity to meet them. Never apologize or give excuses. If necessary, explanations are acceptable.